

# Surry County SWOT Analysis



Strength

Weakness

Opportunity

Threat

# Outline

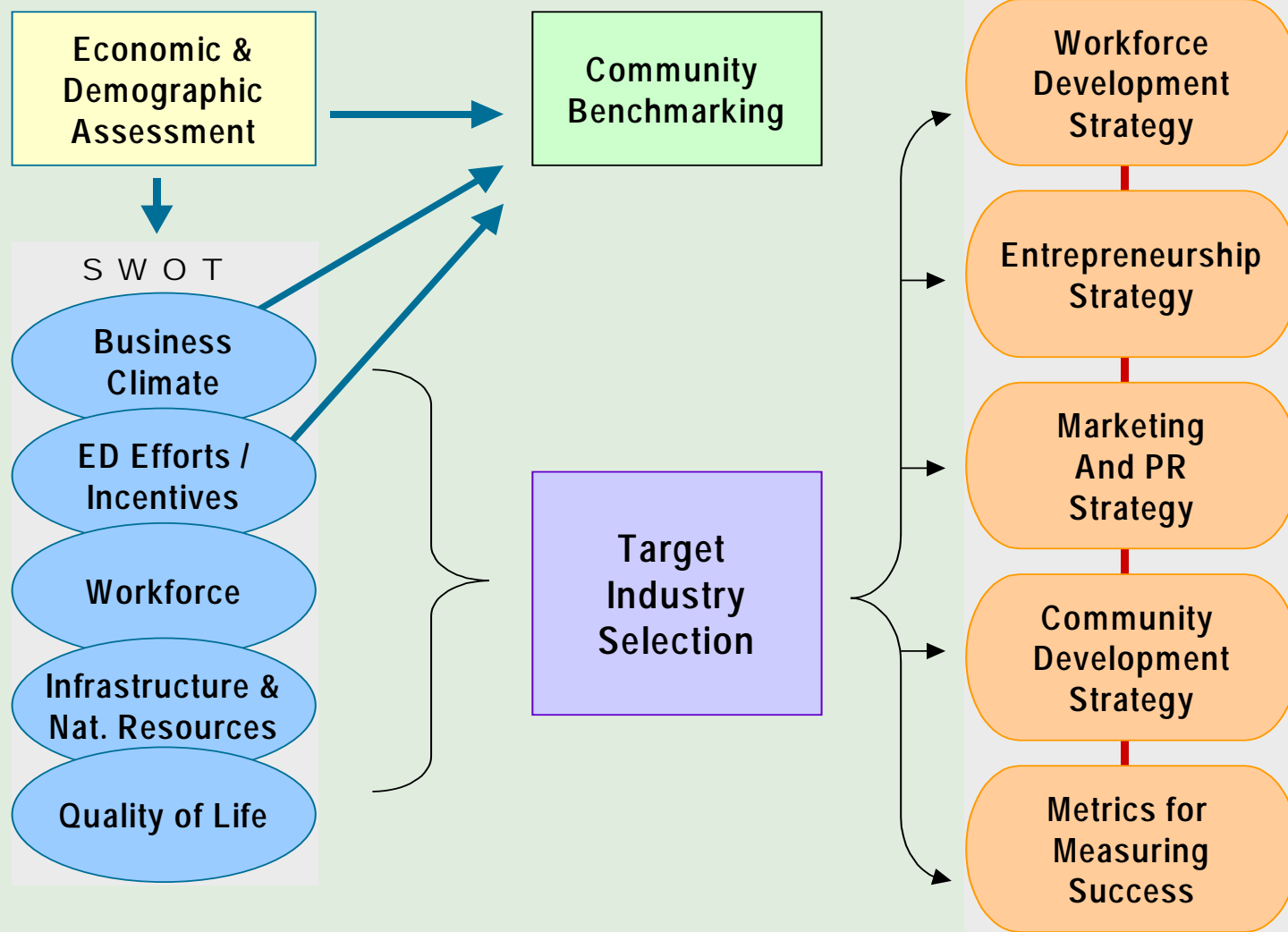
- Introduction
- Survey Results
- Key Findings
  - Business Climate
  - Workforce and Education
  - Infrastructure
  - Quality of Life
  - Economic Development Efforts
- Next Steps



# Introduction



# Introduction



**Research/Input**

**Benchmarking**

**Recommendations**

# Introduction

- SWOT:
  - Focus Group Input
  - Survey Feedback
  - Economic & Demographic Assessment
  - Consultant Observation  
*(Site Selection Perspective)*
  - Review of Reports, Studies

# Survey Results

## Surry County Companies' Survey Summary

*Top 5 Issues Ranked within Each Category*

Important Criteria for a Business Location	Criteria in which County is Successful	Criteria in which County Needs Improvement
1 <i>K-12 Education</i>	<i>Local Community College</i>	<i>General Economy</i>
2 <i>Good Healthcare</i>	<i>Family Environment</i>	<i>R&amp;D Resources</i>
3 <i>Family Environment</i>	<i>Climate</i>	<i>Strong Economic Growth</i>
4 <i>Business Climate</i>	<i>Good Healthcare</i>	<i>Location for High Tech</i>
5 <i>Strong Economic Growth</i>	<i>Low Crime</i>	<i>University</i>

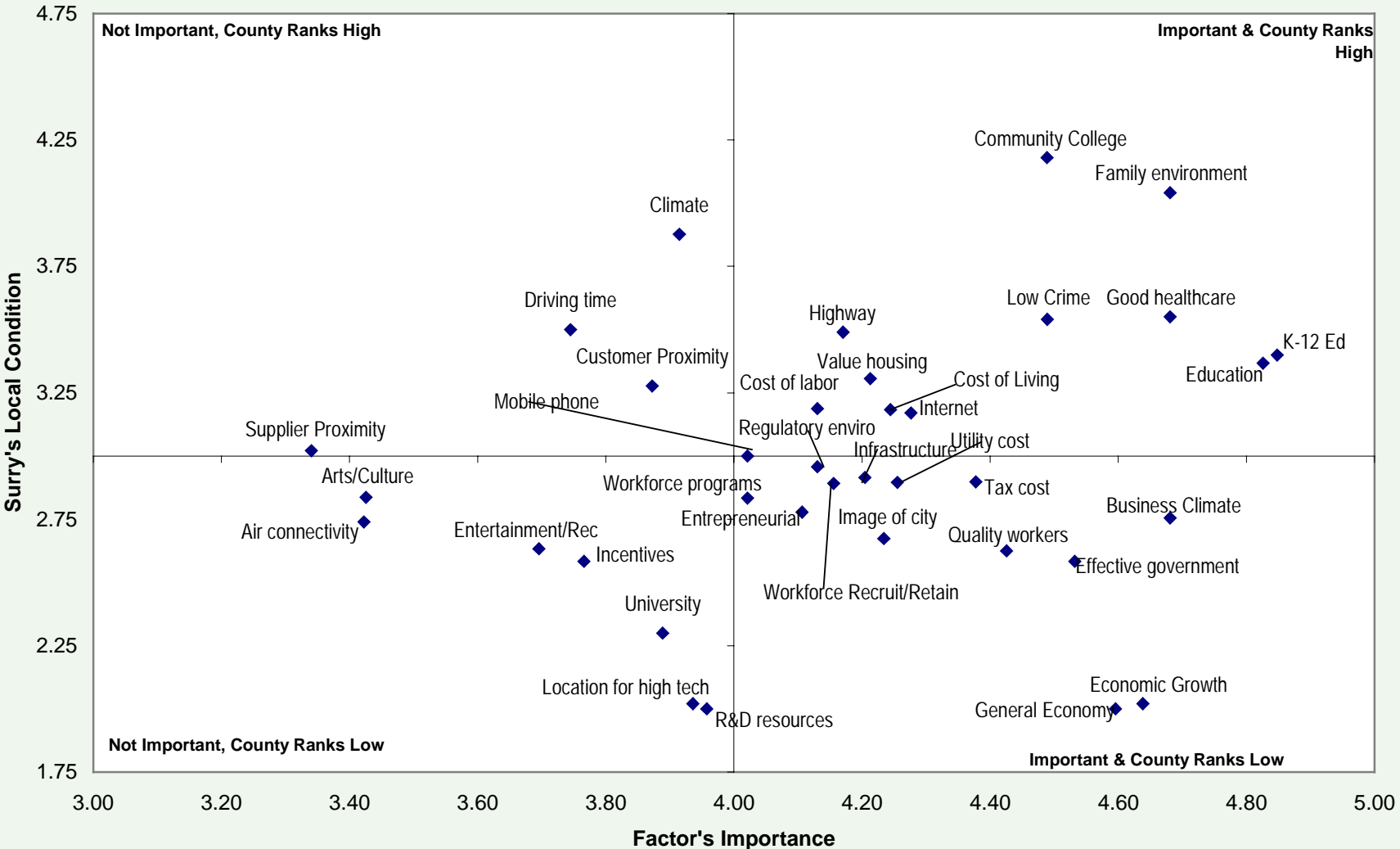
## Surry County Residents' Survey Summary

*Top 5 Issues Ranked within Each Category*

Important Criteria for a Place to Live	Criteria in which County is Successful	Criteria in which County Needs Improvement
1 <i>K-12 Education</i>	<i>Local Community College</i>	<i>Job Availability</i>
2 <i>Low Crime</i>	<i>Family Environment</i>	<i>High Paying Jobs</i>
3 <i>Good Healthcare</i>	<i>Climate</i>	<i>Career Advancement Opportunities</i>
4 <i>Job Availability</i>	<i>K-12 Education</i>	<i>Strong Business Growth</i>
5 <i>Local Community College</i>	<i>Low Crime</i>	<i>Location for High Tech</i>

# Survey Results

**Importance vs. Local Condition**





# Key Findings



# Key Findings

Issues influencing Surry economic development:

- Unified support for economic development
- Tourism image versus ED image
- ED is more than real estate transactions



# Business Climate



# Business Climate

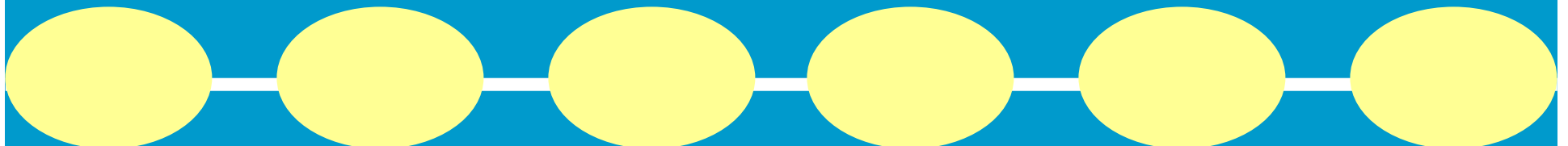
## Business Climate & Entrepreneurship

*"High" = Strong; "Moderate" = Adequate; "Low" = Requires improvement*

Topic	Rating
<i>Tax rates</i>	High
<i>Regulatory climate</i>	Moderate
<i>Industry growth</i>	Moderate
<i>Location</i>	High
<i>Entrepreneurial environment</i>	Moderate
<i>Incentive policy</i>	Moderate

# Business Climate

- Tax burden is low but rising
- Poor industry growth
  - *3.5% drop in employment in 2001 / 9% unemployment*
  - *Mfg. jobs replaced by lower paying service and retail*
- Good, connected location
  - *I-77 and I-74*
  - *Short drive to Winston-Salem*
  - *Picturesque escape from the "big city"*
- Characteristics attractive to small businesses and startups
  - *Need to improve telecom infrastructure*
  - *Need to improve entrepreneurial education*





# Workforce and Education

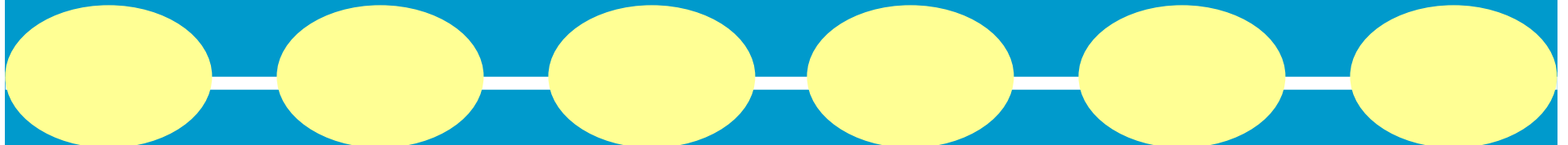


# Workforce and Education

## Workforce & Education

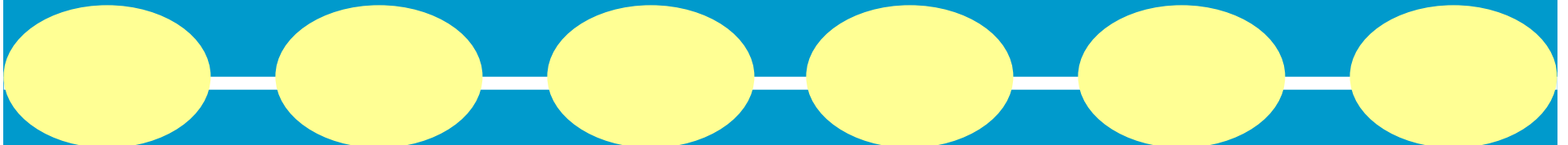
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Topic	Rating
<i>K-12 education</i>	High
<i>Higher education</i>	Moderate
<i>Workforce training</i>	High
<i>Labor pool</i>	Moderate
<i>Educational attainment levels</i>	Low



# Workforce and Education

- Good K-12 education
  - *Better performance than local perception*
  - *Facilities in disrepair and need improvements*
- Great local community college
  - *SCC praised by local businesses and residents*
  - *Opportunity to fine tune programs to target industry needs*
- Hard working, dependable workers
  - *Affordable compared to neighboring Forsyth*
  - *Diverse skill sets*
  - *Aging workforce – county may be losing young professionals*
- Below average educational attainment but improving





Infrastructure

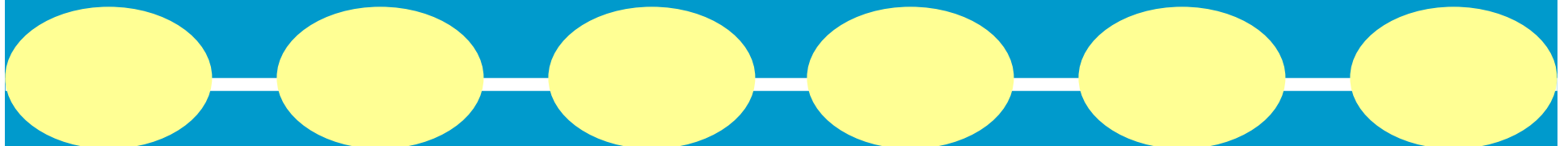


# Infrastructure

## Infrastructure & Land Use

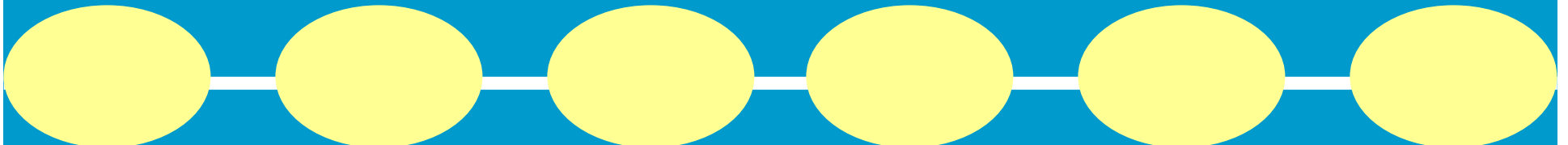
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Topic	Rating
<i>Land</i>	Moderate
<i>Transportation infrastructure</i>	High
<i>Telecommunications</i>	Low
<i>Utilities</i>	Moderate
<i>Available buildings / sites</i>	High



# Infrastructure

- Overabundance of land and buildings for development
  - *1.8 million square feet on the market*
  - *Consider subdividing or using for meeting facilities*
- Stop investing in sites and start investing in ED
- Good transportation infrastructure
  - *Some roadway expansions needed*
  - *Mount Airy airport is good, could be expanded*
- Poor telecom infrastructure
  - 60% of population with high speed access
  - Expensive services
- Lacks countywide water and sewer, esp. at key intersections





Quality of Life

# Quality of Life

## Quality of Life

*"High" = Strong; "Moderate" = Adequate; "Low" = Requires improvement*

<b>Topic</b>	<b>Rating</b>
<i>Safety</i>	High
<i>Commute times</i>	Moderate
<i>Retail choice</i>	Moderate
<i>Health care</i>	Moderate
<i>Community image</i>	High
<i>Diversity of housing stock</i>	Moderate
<i>Entertainment</i>	Low

# Quality of Life

- Safe, beautiful environment
- Moderate retail choice but could be expanded
  - *Currently a regional hub for retail*
  - *Opportunity to become a regional hub for entertainment*
- Good health care
- Internal image – residents' attitude?
- Mayberry image is inappropriate for business marketing
  - *Stick with "spirit" of Mayberry, not image and theme*
- Entertainment improvements needed
  - *Ideal for outdoor and sports enthusiasts*
  - *Active arts council and festivals/cultural activities*
  - *Lack activities for young professionals*



# Economic Development Efforts

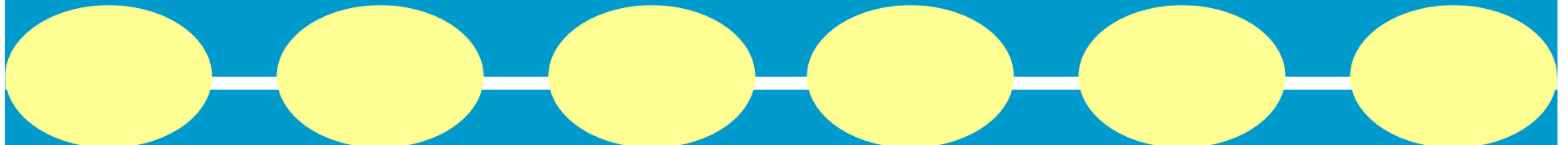


# Economic Development Efforts

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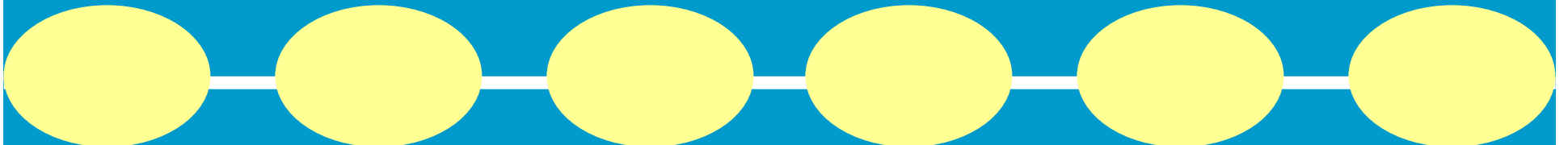
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Topic	Rating
<i>External promotion</i>	Moderate
<i>Internal promotion</i>	Moderate
<i>Resource allocation</i>	Low



# Economic Development Efforts

- Great step to establish countywide EDP
  - *Model structure*
  - *Is there countywide buy-in into the EDP?*
- Internal marketing a must
  - *Residents are unaware of ED efforts*
  - *Negative attitudes reflected in survey*
- ED resource allocation is poor
  - *EDP has public/private funding*
  - *Create a sense of urgency for ED*

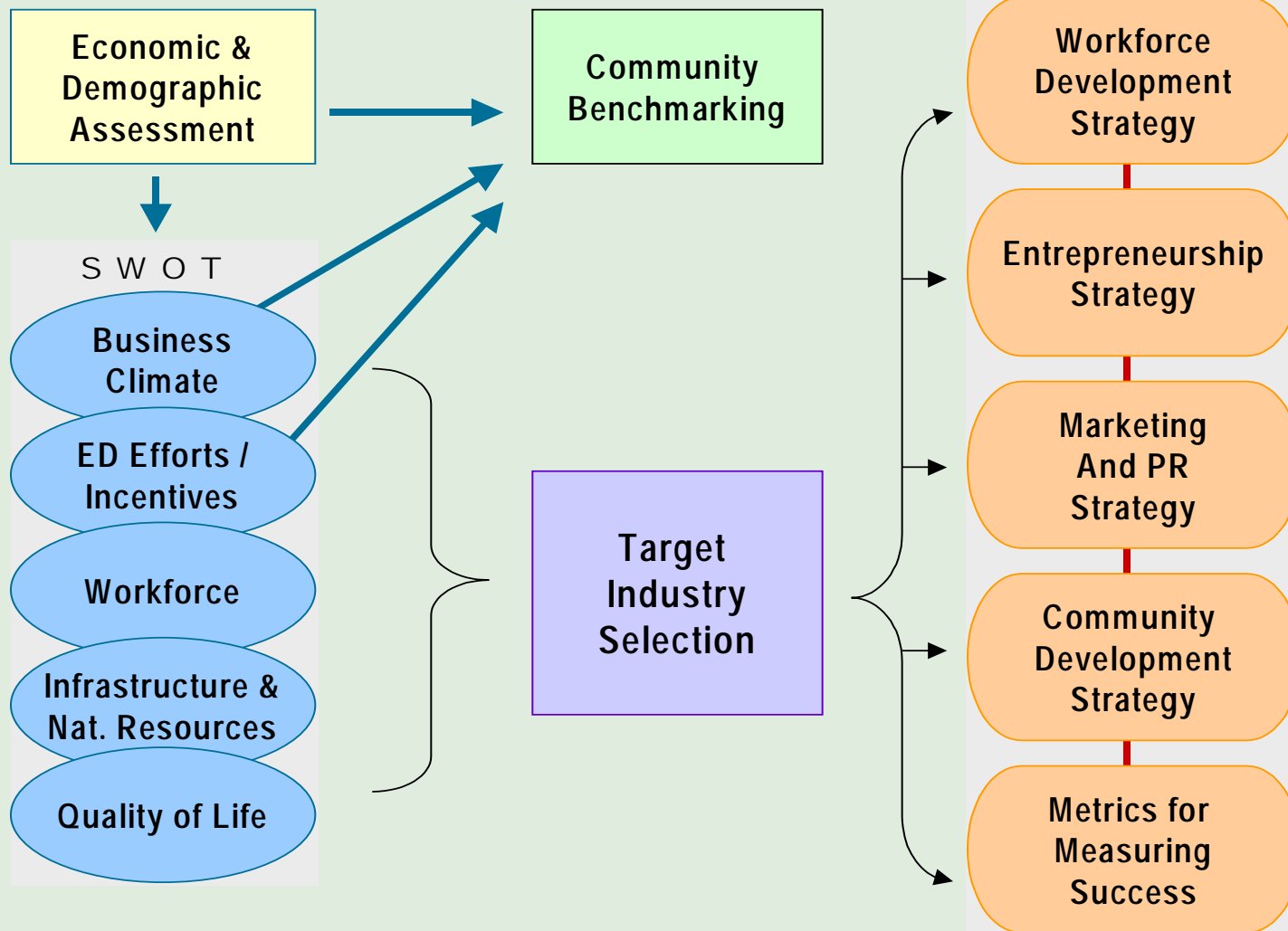




Next Steps



# Next Steps



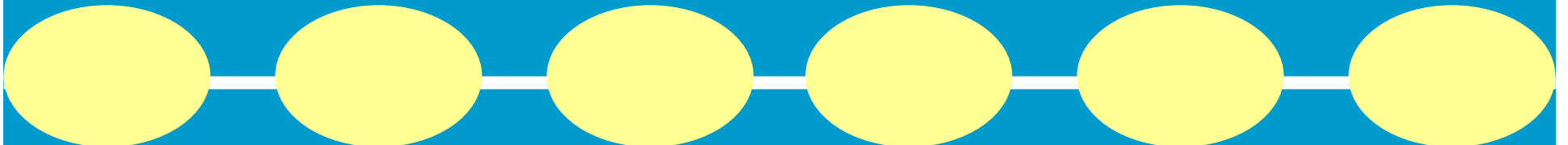
**Research/Input**

**Benchmarking**

**Recommendations**

# Next Steps

- SWOT Analysis Report Review
- August 11 – 15:
  - Target Industry
  - Benchmarking
  - Marketing Workshop



# Surry County SWOT Analysis



Strength

Weakness

Opportunity

Threat

